



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
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(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
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YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

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Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

September 4, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT EFRAIN MUÑOZ  
TO THE POSITION OF ASSOCIATE CHIEF FINANCIAL OFFICER, HEALTH  
SERVICES**

Consistent with the Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Efrain Muñoz to the position of Associate Chief Financial Officer (CFO), Health Services at an annual salary of \$143,331.72 (\$11,944.31/month), placing him on Step 7 of this S15 position and reflecting a 13.7 percent increase over his current base salary of \$10,506.24. We have reviewed the attached request and concur with the DHS' request to appoint Mr. Muñoz to this position.

Mr. Muñoz will report directly to the CFO, Health Services and act as the CFO in his absence. In this capacity, Mr. Muñoz will be responsible for assisting the CFO in overseeing a division of over 360 employees and a budget of over 3.5 billion dollars. He will also be responsible for assisting the CFO in planning, organizing, leading and controlling the DHS financial functions with the purpose of providing advice and service on financial matters and performing financial management services to meet the needs of the department. Also, in conjunction with the CFO, Mr. Muñoz will supervise the work of the Fiscal Services, Revenue Services, Program Audits/Reimbursement, Capital Planning, Controller, and Fiscal Programs.

*"To Enrich Lives Through Effective And Caring Service"*

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Each Supervisor  
September 4, 2008  
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DHS indicates that Mr. Muñoz has worked for the department for almost 20 years. He was the Controller for DHS for nearly eight years and held the payroll title of Chief, Program Reimbursement for a year and a half. Since April 2007, Mr. Muñoz has been functioning as the Acting Associate CFO and has acquired extraordinary knowledge, skills and capability through the performance of his duties. Accordingly, the salary placement for Mr. Muñoz on Step 7 of this S15 position would be consistent with the level of experience and knowledge that he brings to this position.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by September 12, 2008, we will advise DHS that authorization has been granted to proceed with Mr. Muñoz' appointment to Associate CFO, Health Services at an annual salary of \$143,331.72.

If you have any questions or concerns regarding this appointment, please contact Latisha Thompson of this office at (213) 974-1157, or at [lthompson@ceo.lacounty.gov](mailto:lthompson@ceo.lacounty.gov).

WTF:SRH:SAS  
MLM: LT:yb

Attachment

c: Executive Officer, Board of Supervisors  
Interim Director, Department of Health Services  
Director of Personnel

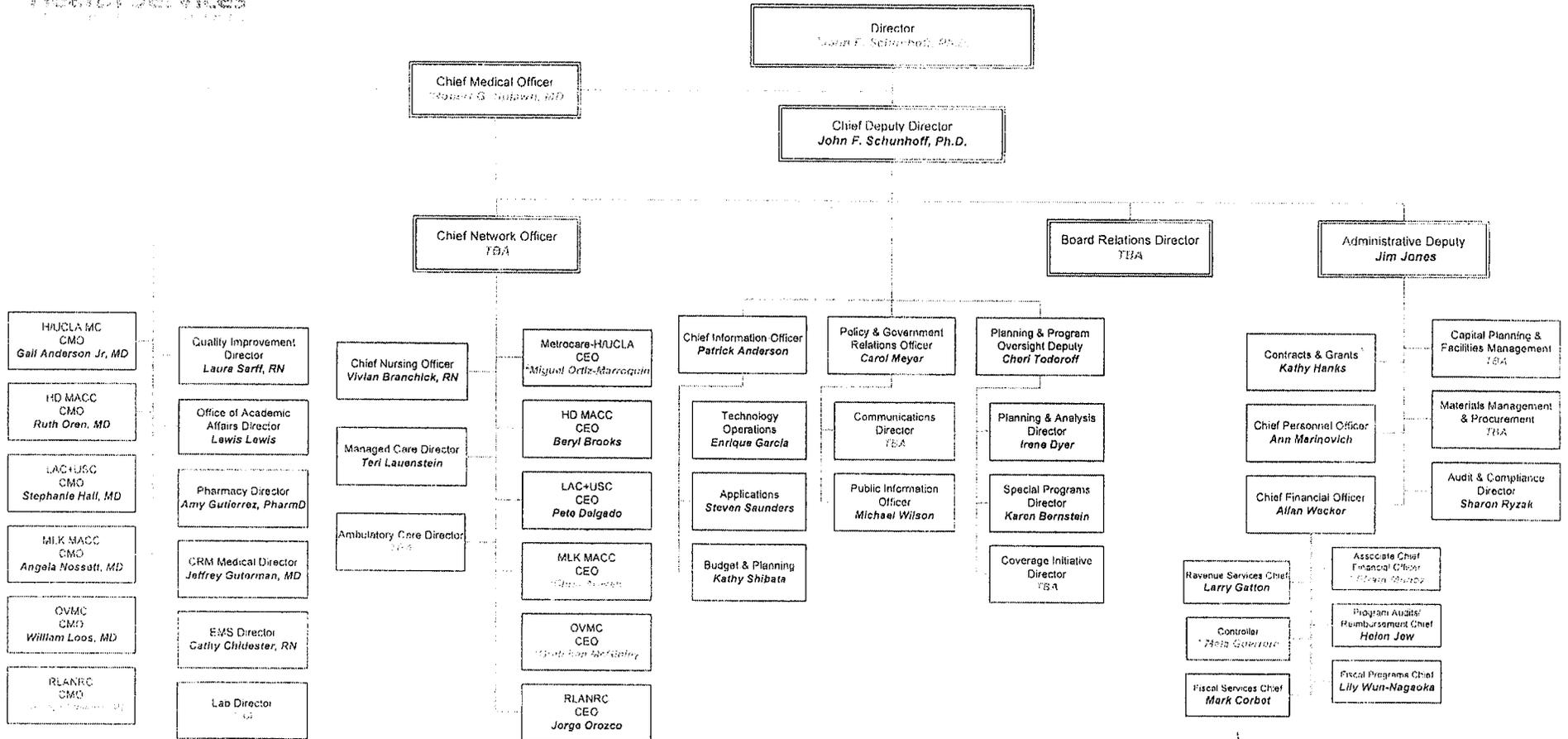
Efrain Munoz\_mbs







DEPARTMENT OF HEALTH SERVICES  
Organizational Chart



*John F. Schunhoff*  
John F. Schunhoff, Ph.D.  
Interim Director

9-3-08  
Date

\* Interim  
\* To Be Announced (TBA)

**DUTY STATEMENT**  
**ASSOCIATE CHIEF FINANCIAL OFFICER, HEALTH SERVICES**

- Acts as the Chief Financial Officer in the Chief Financial Officer's absence, including day-to-day operations, and interfacing with other intra and inter-County agencies and associations such as the Chief Administrative Office, County Counsel, Auditor-Controller, Mental Health, Public Social Services, State Department of Health Services, Hospital Association of Southern California, California Hospital Association, California Association of Public Hospitals and the National Association of Public Hospitals.
- Assists the Chief Financial Officer in planning, organizing, leading and controlling the DHS' financial functions with the express purposes of 1) providing advice and service on financial matters to satisfy the identified needs of accountable managers and others within the department and the administrative, legal and regulatory requirements of other County, State and Federal agencies, and 2) performing financial management services to meet the needs of the department.
- In conjunction with the Chief Financial Officer, supervises the work of the Fiscal Services, Revenues Services, Program Audits/Reimbursement, Contracts Administration, Capital Planning, Controller, and Fiscal Programs Divisions within Department of Health Services Administration.
- Along with the Chief Financial Officer, initiates and provides technical advice and service in the areas of budget development and analysis, fiscal forecasting, financial and workload monitoring, cost accounting and benchmarking, reimbursement and other funding programs, new fiscal program formulation, materials management, cash flow projection, capital projects, group purchasing, contracts and grants administration, problem resolution, revenue maximization strategies, financial systems, and recruitment, training and retention of fiscal human resources.

EFRAIN MUÑOZ

(213) 240-7882 (Work)

**Education:**

California State University, Long Beach  
Bachelor of Science, Business Administration  
Concentration: Accounting

June 1989

**Professional Experience**

**Department of Health Services (DHS)**

**Chief Financial Officer's Office – Associate Chief Financial Officer, HS**

Acting           **April 2007 - Present** (\$10,506+additional responsibility bonus  
\$650=\$11,156/month)

**Responsibilities include:**

- DHS' Budget for FY 2007-08 of \$3.3 billion and 20,496 budgeted positions.
- Supervise and oversee Division Managers 1) Fiscal Services (27 budgeted positions) 2) Controller's Division (15 budgeted positions) 3) Revenue Services (265 budgeted positions) 4) Program Audits and Reimbursement (27 budgeted positions) and 5) Fiscal Programs (24 budgeted positions) (Attachment A) 6) Effective through 2/5/08 Contract Administration & Capital Planning Deputy (109 budgeted positions (Attachment B).
- Assist the Chief Financial Officer in planning, organizing, leading and controlling the DHS financial functions with the express needs of accountable managers and other within the Department and the administrative, legal and regulatory requirement of other County, State, and Federal agencies and performing financial management services to meet the needs of the Department.
- Act as the Chief Financial Officer in the Chief Financial Officer's absence, including day-to-day operations, and interfacing with other intra and inter County agencies and associations such as the Chief Executive Office, County Counsel, Auditor-Controller, Department of Human Resources, Department of Mental Health, Public Social Services, Public Health, Internal Services Division, the California Department of Health Care Services, Hospital Association of Southern California, California Hospital Association, California Association of Public Hospitals, and the National Association of Public Hospitals.
- Direct the development and application of key DHS financial management activities on an ongoing basis, including budgetary monitoring and control of the Department's Enterprise units, including all four County hospitals, two Multi-Ambulatory Care Centers, six Comprehensive Health Centers and 11 Health Centers, Health Services Administration, Juvenile Court Health Services, and Office of Managed Care.
- Initiate and provide technical advice and service in the areas of budget development and analysis, fiscal forecasting, financial and workload monitoring, cost accounting and benchmarking, reimbursement and other funding programs, new fiscal program formulation, materials management, cash flow projections, capital projects, group purchasing, contracts and grants administration, problem resolution, revenue maximization strategies, financial systems, and recruitment, training, and retention of human resources.

**Controller's Division - Controller**

Chief, Program Reimbursement, H.S.

September 2005 – March 2007  
(\$9,511/month)

Chief, Budget Management, H.S.

July 2001 – September 2005  
(\$7,796/month)

Fiscal Officer II, Health Services

April 1999 – July 2001 (\$6,674/month)

**Responsibilities include:**

- DHS Budget of \$2.4 billion, \$2.6 billion, \$2.8 billion, \$3.0 billion, \$3.3 billion, \$3.3 billion, \$3.5 billion, \$3.7 billion, \$3.3 billion from FY 1998-99 through FY 2006-07, respectively. All years included Public Health through FY 2005-06. In FY 2006-07, the new Department of Public Health was created.
- Directly supervised the DHS Budget Officer, the Associate Controller, and an Executive Assistant. The Budget Officer and the Associate Controller in turn supervised 11 professional accountants to plan, develop and administer fiscal aspects of all Departmental budget units.
- Directed the development and application of key DHS financial management activities on an ongoing basis, including budgetary monitoring and control of the Department's Enterprise units, including all five County hospitals, one Multi-Ambulatory Care Center, six Comprehensive Health Centers and 11 Health Centers, Health Services Administration, Juvenile Court Health Services, and Office of Managed Care.
- Directed the measures and reports of financial performance and the five year fiscal outlook of each budget unit and Department overall. This report is shared with Department budget units, Health Services Executive Management, and the Chief Administrative Office (CAO). This report is provided to the Board of Supervisors every two months via the Committee of the Whole presentation.
- Directed the development, negotiation, evaluation, and control of financial aspects of the Department-wide budget, totaling over \$3.0 billion in gross revenues, and \$1.0 billion in operating subsidies in accordance with instructions and policies established by the DHS' Executive Management, the CAO, the Auditor-Controller, and the Board of Supervisors.
- Orchestrated the annual preparation of Department-wide revenue accruals using information obtained for each hospital and program; including extensive evaluation of revenue collections and forecasts, billing data and third-party payers to establish the Department's actual, projected, and accrued revenue.
- Directed and conferred with County Auditors and outside Auditors on audit findings and oversaw the preparation of reports to support concurrence, exceptions, or erroneous findings.
- Monitored the fiscal compliance of the Department's Item Management system. This included working with the various Enterprise Funds, Juvenile Court Health Services, Office of Manage Care, and Health Services Administration managers to find solutions to hiring the appropriate personnel for the various offices and programs. Constantly reviewed to ensure that each of the budget units operated within their respective Board Approved Salary budget, Ordinance Items and Budgeted Items.
- Formulated and directed a wide variety of manual and automated financial control processes to promote realization of revenue targets, maximize revenue collections and ensure Departmental financing was properly anticipated, accounted for, and maintained.
- Directed the evaluation of the Department's current financial structure, practices, and systems; advised DHS Executive Management of the potential impact of planned changes; and proposed and implemented improvements.
- Monitored overall Departmental financial status, identified operational, fiscal-related deficiencies, and recommended solutions or policy enhancements necessary to ensure

- appropriate compliance with budget and fiscal guidelines.
- Reviewed laws and regulations related to fiscal operations, including the annual State budget, and advised the Director of Finance, DHS Executive Management, CAO and others of the potential impact on the Department.
- Provided financial advice and expertise through participation in significant policy-making or executive management committees; conferred regularly with Department Executives, program managers, facility Chief Financial Officers, Auditor-Controller, CAO, and Board of Supervisors Offices on fiscal and budget-related matters.
- Collaborated with the Department of Human Resources, as necessary, to coordinate and implement the fiscal aspects of personnel-related activities and directives.
- Reviewed and approved all proposed contracts and grants from all Departmental budget units for accuracy and reasonableness of fiscal impact and financing.
- Provided financial analysis of proposed Departmental strategies and plans to contain or reduce costs or to improve operations.
- Provided ad hoc reports and completed other special or executive assignments as requested or as necessary for planning, decision-making, and administration.
- Directed and oversaw the monthly submission of the Department's Cash Flow report to the Auditor-Controller. The Auditor-Controller utilizes this report for a countywide submission to the Board of Supervisors.

Revenue Manager I

May 1998 - April 1999 (\$5,089/month)

**Responsibilities include:**

- Directed and supervised the Controller's Division Analyst in the absence of the Controller.
- Supervised the study, evaluation, and implementation of the three-year financial scorecard for the Medicaid Demonstration Project.
- Supervised the study and evaluation of the year-end Revenue Accruals. Participated and directed other professional staff members in working with data processing providers in the design and technical development of the automation of the monthly Appropriations report and year-end Revenue Accruals.
- Recommended and coordinated the implementation of policy and procedure relating to the Budget, Revenue Accruals, and Monthly Management Reports. Participated and directed other professional staff members to monitor the activities of the various budget units responsible for implementing these policies and procedures to ensure compliance.
- Conferred with the County Auditor and outside Auditors on audit findings and supervised the preparation of reports to support requests for exceptions.
- Participated in the study, evaluation, and implementation of the annual Budget Submission for the DHS (\$2.4 billion Budget).
- Developed in detail the Southwest Network's Budget (\$349.8 million) and the Coastal Network's Budget (\$311.4 million).

Principal Accounting Systems Technician

October 1996 - May 1998 (\$4,378/month)

**Responsibilities include:**

- Supervised the study, evaluation, and implementation of the five-year financial scorecard for the Medicaid Demonstration Project.
- Supervised the study and evaluation of the year-end Revenue Accruals. Participated and directed other professional staff members in working with data processing providers in the design and technical development of the automation of the monthly Appropriations report and year-end Revenue Accruals.

- Conferred with the County Auditor and outside Auditors on audit findings and supervised the preparation of reports to support requests for exceptions.
- Participated in the study, evaluation, and implementation of the annual Budget Submission for the DHS (\$2.2 billion). Developed, in detail, the Southwest Network's Budget (\$315.7 million).

Health Care Financial Analyst

September 1991 - October 1996 (\$3,939/month)

**Responsibilities include:**

- Discussed the study and evaluation of revenue and expenditure trends and made recommendations to Management on the Full-Year Estimates based on financial trends
- Discussed with the CAO and DHS administration the Budget Submission, Full Year Estimates, and programmatic studies.
- Conferred and participated with other professional staff members in working with the monthly cash flow submission to the Auditor-Controller.
- Supervised the design, implementation, and verification of electronic data from the Auditor-Controller for DHS.
- Served and participated as consultant to management on accounting systems matters.
- Developed, in detail, the Coastal Network and Rancho Los Amigos National Rehabilitation Center budgets.

Accountant II

September 1990 - September 1991 (\$2,948/month)

**Responsibilities include:**

- Supervised the study, evaluation, and implementation of the annual Budget Submission for Olive View Medical Center.
- Participated and implemented the monthly Working Capital report to the Auditor-Controller which is used in evaluating cash flow status for the Department of Health Services.
- Recommended and coordinated the monthly analysis of the Department's financial position.

**Expenditure Management**

Accountant I

July 1989 - August 1990 (\$2,445/month)

**Responsibilities include:**

- Participated and implemented the submission of expenditure reports to management for Health Services Administration.
- Participated in the monthly analysis of expenditure reports from the Auditor-Controller.
- Participated in the day-to-day accounting and bookkeeping operations such as classifying accounting transactions, posting and journalizing, and preparing year-end closing transactions.
- Served and participated in the maintenance and update of the personal computers in the accounting unit.

**Franchise Tax Board  
Audit Division**

Student Assistant - Auditor

February 1989 - May 1989

**Responsibilities include:**

- Conducted and assisted on corporate and personal audits.
- Prepared and issued audit letters in accordance with state procedures.
- Maintained effective communications with the taxpayers to resolve any audit problems.